Clementine
Gold Group
Awareness to Practice: Benchmarking DEI through Data & Metrics
Ekua Mends-Aidoo, Principal Consultant

Ekua Mends-Aidoo has over 12 years of experience working with municipal government, non-profit and healthcare organizations. She has been responsible for implementing equitable policies, communications and programs that align with organizational strategic goals and vision, especially in diverse and underserved populations. She has been instrumental in shaping workplace cultures with an emphasis on maintaining employee engagement through strategic analytics and program design.

Mends-Aidoo has extensive management experience with a focus on creating effective teams. Building relationships with employees and advocating for equitable support and change is a major highlight of her work. She enjoys decision making with influence from data and the employee experience. Ekua is a Cornell Certified Diversity Professional and holds an Advanced Certificate in Diversity & Inclusion from Cornell’s ILR School. Last March, she was recognized with Buffalo Business First’s inaugural I.D.E.A Award (Inclusion, Diversity, Equity, Awareness) highlighting her work in the D&I space.
Course Objectives

• Learn how DEI scorecards and dashboards can help your organization stay on track with its overall diversity and inclusion strategy

• Lay the foundation on how you can use an equity analysis framework to measure progress within your organization

• Receive top highlights for Diversity, Equity & Inclusion Key Performance Indicators
Ice Breaker

Poll Question

• Do you currently measure your DEI initiatives?

  • If yes, what are you currently measuring? (chat box)
Integrating DEI into Everyday Operations
The purpose of this assessment is to help you determine where to focus your energy in developing an inclusion process that fits your organization’s readiness level. There are steps you can take to work on inclusiveness no matter where your organization's readiness may be.
1. Which of the following best summarizes your organization's focus on inclusion?
   a. Interested in more diverse staff and/or board members.
   b. Interested in incorporating inclusiveness into all that we do.
   c. Primarily interested in improving our services/reaching diverse clients

2. Which statement best characterizes your CEO/Executives approach to inclusion?
   a. Inclusion matters but we have other priorities
   b. Would go along only if board or a major funder recommended it
   c. We shouldn't take race/ethnicity/culture into account in anything we do.
   d. Being inclusive is simply the right thing to do.
   e. Inclusion will help raise more money.
   f. Inclusion will help us meet our mission.
   g. Become more diverse/inclusive as a reaction to community pressures

3. Which statement best characterizes your Board of Directors' approach to inclusion?
   a. Generally a good thing to do.
   b. Better meet our mission and raise the issues around inclusion all the time
   c. Pretty neutral about the topic
   d. Addressing an internal crisis
   e. Midst of a major reorganization

5. What level of resources can your organization commit to inclusion? (select one)
   a. We have funds available and are able to make inclusion a priority now.
   b. We are able to make a priority but do not have funds now.
   c. We have funds but our priorities are elsewhere right now

6. Please identify the kind of work your organization is willing to engage in?
   a. Inclusion training focused on culture, race and racism.
   b. Would like a complete organizational assessment and develop a strategic plan.
   c. Would like a complete organizational assessment and develop a strategic plan that includes inclusion training focused on culture, race, racism and other topics

Please convert your answers into points:
Question 1: a=3, b=6; c=4
Question 2: a=1; b=2; c=0; d=3; e=2; f=4; g=2
Question 3: a=3; b=4; c=0; d=2
Question 4: subtract 4 points from the total score for each line checked
Question 5: a=3; b=2; c=1
Question 6: a=1; b=3; c=5
Record your total score:

**Total 14-21: Good Fit**
Your organization is probably ready to consider a comprehensive plan

**Total 8-13: Moderate fit**
Your organization may wish to start more gradually by focusing on specific pieces of inclusiveness.

**Total 0-7: Not a good fit at this time**
The comprehensive strategy is likely not a good fit for your organization’s current interests and resources. You may want to explore how to build the foundation to make the case for inclusion within your organization
Scorecards & Dashboards

What’s the difference?
Scorecard & Dashboard Development Principles

- Overall strategy alignment
- Tailored to Audience
- Clear focus on outcomes and process
- Visit and review often
- Tie metrics to performance

Adapted from DiversityInc Scorecard Development
Areas of Focus: Data & Metrics

Dimensions of Equity: What to Track and Measure

• Representation
• Development
• Retention
• Opportunity
• Belonging
• Pay

Adapted from DiversityInc Scorecard Development and HBR Pay Gap
Measuring Equity

Representation

- Head count
- Management by level
- Organizational divisions (Center, Department, etc.)
- Board of Directors
- Special populations (people with disabilities, LGBTQ+, POC, Veterans)

Adapted from DiversityInc Scorecard
Development and HBR Pay Gap
Measuring Equity

Development

- Hiring and Promotions
- Advancement
- Stretch Assignments

Adapted from DiversityInc Scorecard Development and HBR Pay Gap
Measuring Equity

Retention

- Turnover
- Stay Interviews
- Exit Interviews

Adapted from DiversityInc Scorecard Development and HBR Pay Gap
Measuring Equity

Opportunity

- Hiring
- Talent Development

Adapted from DiversityInc Scorecard Development and HBR Pay Gap
Measuring Equity

Belonging

- Job Satisfaction
- Engagement and Inclusion
Measuring Equity

Pay

- Compensation

Adapted from DiversityInc Scorecard
Development and HBR Pay Gap
Best Practices to Consider (Metrics)

- Percentages
  - Changes over time
- Ratios
  - % in management / % overall workforce
  - % in senior management / % in management
- **Disaggregate** data (race, gender, age, department, manager)

Adapted from DiversityInc Dashboard Development
Best Practices to Consider (Data)

• **Transparency** is key

• **Connect** to overall business mission, strategy and goals

• Keep your data **current and fresh**
  
  • **SMART Goals** (prioritizing what you’re measuring to see change)

• Measure beyond what is **easy**

• Include **key stakeholders** in the process to increase **buy-in**

• **Disaggregate** data (race, gender, age, department, manager)

Adapted from DiversityInc Dashboard Development
<table>
<thead>
<tr>
<th>Measure External Success</th>
<th>Measure Internal Success</th>
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<tbody>
<tr>
<td>• Benchmarking surveys</td>
<td>• Cultural audit</td>
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<tr>
<td>• Speakers/panel of leaders from other</td>
<td>• Focus groups</td>
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<td>organizations</td>
<td>• Employee Surveys</td>
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<td>• Interviews</td>
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<td>• Annual Report</td>
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**Group Discussion**

*Take a few minutes to think about the following:*

- Given what we’ve discussed, what are the objectives of your D&I Dashboard/Scorecard? (Is it more compliance or business focused?)

- Is there shared ownership within your current diversity initiatives? If not, what might you do to achieve this within your organization?
As participants in the BNP D&I Symposium, what can you do to foster a more inclusive environment for all?
Questions?

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